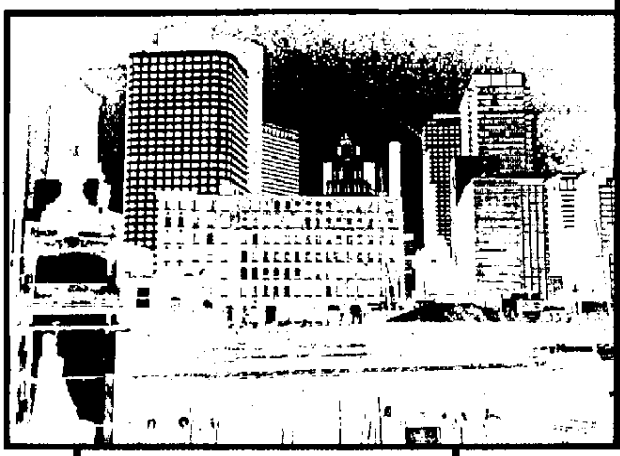
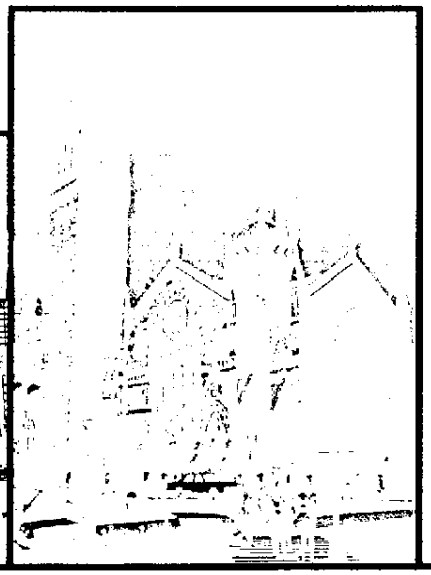
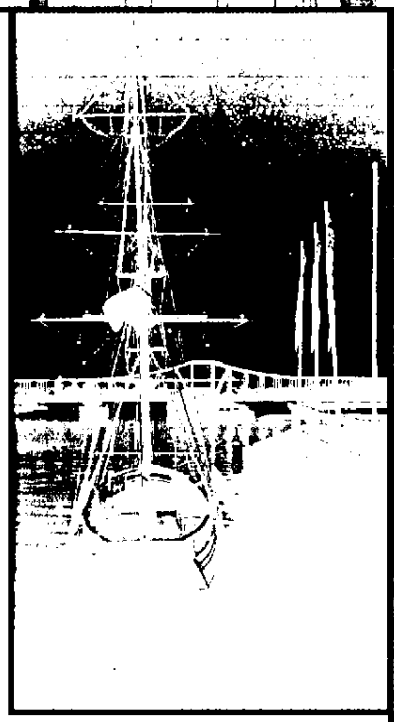
SALES MERCHANDISER

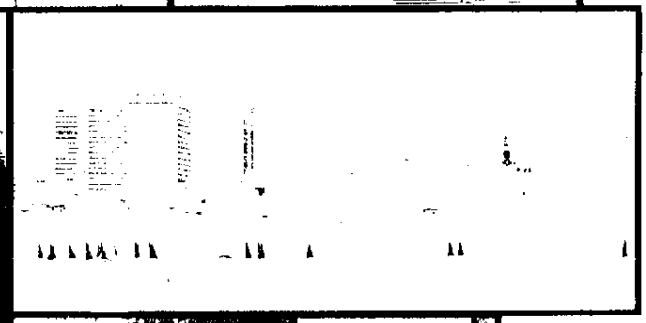
R.J. Reynolds Tobacco Co./Sales Dept./May-June 1985

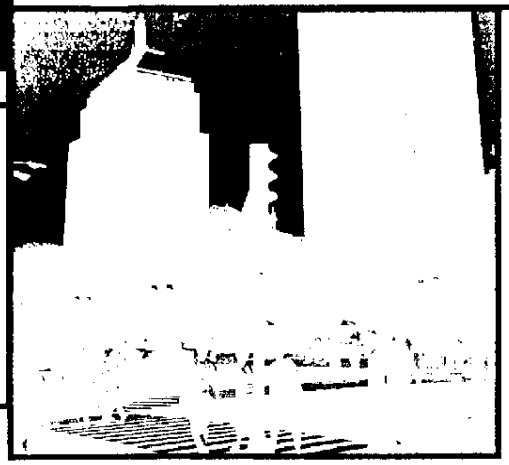
Boston!











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Source: https://www.industrydocuments.ucsf.edu/docs/lnfn0000

MEMO

From the Vice President — Field Sales

Every sale helps achieve our goal

You will agree, I'm sure, that selling is a profession, a respected profession, requiring dedication and commitment.

I might also suggest that sales is also a game of inches, much like the board games where players inch toward their objectives one step at a time. No single move clinches the deal. It takes a combination of moves to become the winner.

This issue of the *Merchandiser* is particularly well represented with a wide variety of outstanding Sales accomplishments. ASR D.L. James sold the first 4x7 Flex merchandising unit in the North Pittsburgh division. And after months of persistent presentations, K.S. Kessler of the Columbia, S.C., division sold an initial order of 30 cases of Doral to the South Carolina Prison System.

As I read about these accomplishments, and a lot more like them, I thought about how each one of them contributes to our volume objective. Like a board game, each sale moves us closer to our objective. Each one of your sales, combined with the sales of your 1,700 colleagues across the country, are the inches that add up to miles of measurable performance.

Winning doesn't depend on hitting home runs. I can assure you that every sale you make is important and adds to our total volume score.

Sincerely,

Ralph Angiuoli

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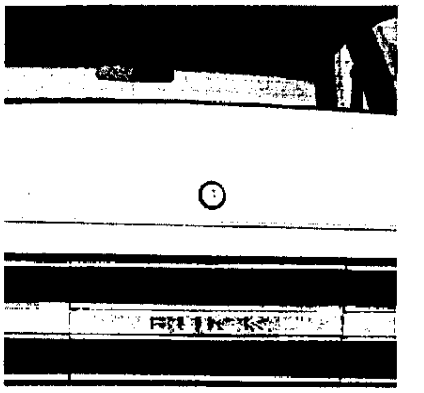

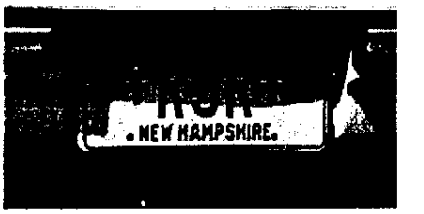

The Boston Sales Region, which includes Maine, New Hampshire and the eastern half of Massachusetts, is very much a region of contrasts. Steeped at once in history and high technology, it is a place where the past and the future join hands.

Boston

Welcome to the Boston sales region — the historic, high-tech haven of the East.

But be prepared. This tour of Maine, New Hampshire and the eastern half of Massachusetts is a study in extremes.

Boston is very much a region of contrasts — an area marked by staunch conservatism and flaming liberalism, economic depression and uncommon affluence, fast-paced metro markets and remote, rural calls.

The contrasts are perhaps nowhere more dramatic than in and around the city itself. Boston is at once cosmopolitan and provincial, steeped both in history and high technology — a city where the past and the future join hands.

"I guess I would get close to saying the Boston area is the yuppie capital of the world because of the schools and the high-tech industry," says Regional Manager Bob Fiori. "By the same token, you still have a lot of old-world individuals who want to maintain Boston's history and tradition."

A lot of that history revolves around the nation's colonial period. "The Declaration of Independence was drafted here, and Plymouth, where the Pilgrims landed, is just 30 miles down the road," Fiori says.

Health care and education rank with high technology and tourism as the area's major industries. Among the many prestigious colleges, universities and medical centers in the area are Harvard, MIT, Holy Cross, Boston College, Boston University, The University of Massachusetts Medical School, Massachusetts General Hospital and Tufts University. High-tech companies headquartered in the area include Digital, Wang and GTE.

"And as far as entertainment, you've got everything here," says Fiori. "You've got the Celtics, the Bruins, the Red Sox and the Patriots, and yet, within an hour-and-a-half, you can be on Cape Cod, and in the same amount of time you can be skiing in New Hampshire."

In 1984, the Boston region accounted for $157 million in sales. It ended the year with a 27.48 share, up .56 from 1983.

Because of the large young adult population, the region is a strong Camel market and an exceptionally strong hard-pack market. Winston Hard Pack ended the year with a 1.28 share, and total RJR hard-pack sales accounted for a 2.7 share. The Camel family posted a 3.85 share in 1984, and Century is currently ranked at a .91.

The region holds the dubious distinction of having the highest state cigarette tax in the nation — in Massachusetts, which levies 26 cents a pack, as does Connecticut, which borders it to the south. Because of tax structures in the region, some divisions are almost entirely pack-oriented, while others sell just about nothing but cartons.

The region is divided into one chain division and six geographical divisions — North Boston; South Boston; Worcester, Mass.; New Bedford, Mass.; Portland, Me.; and Nashua, N.H. The region's many contrasts can be seen within the divisions, as well as between them.

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Source: https://www.industrydocuments.ucsf.edu/docs/lnfn0000

Far left: Dick Hagoort. Left: (left to right) Gary Loser, Secretary Joyce Leonardo and Rolf Wittern.

South Boston

The city of Boston and a 10- to 15-mile-wide belt of suburban communities surrounding it form the province of Gary Loser, his assistant, Rolf Wittern, and their 13 reps.

Boston is a city of 600,000 within a metro area of 3.5 million. It was founded in 1630 and counts culture and history among its biggest attractions.

While many Bostonians can trace their roots back to the Pilgrims, the city also has an enormous transitory population. "In late summer, you have an influx of maybe 225,000 college students plus about 25,000 faculty," says Wittern. "And when the students leave, the tourists come in. It's just constant movement."

"We also have large ethnic populations," says Loser. "Black, Irish, Italian, Hispanic, Chinese. And a lot of these neighborhoods have retained their ethnic purity.

"If you go to the Italian North End on a hot summer night, it's just like being in Rome. All you hear is Italian spoken. Or in Chinatown — there's even an herb doctor dispensing his medicines."

While Loser finds that it is not a disadvantage if you don't have a rep of the same ethnic background, it does give you an edge when you do, he says.

"Steve Dellisola, who speaks Italian, is assigned to the Italian North End because we feel that gives us an advantage from the point of view of language and custom," he says. "And Pedro Pagan works a Hispanic assignment.

"But the beauty of a Pedro or a Dick Hagoort is that they can transcend all racial and ethnic lines. They are just good human beings, and people can see that. As we've found throughout our sales force, a good rep can work any assignment."

Hagoort is a career rep who has worked downtown Boston for 20 of his 24 years with the company. "It's a salesman's paradise to work a metropolitan area like I have," he says. "It's mind-boggling when you think of the thousands of opportunities there are in my assignment — and I love an opportunity."

Hagoort's territory includes Boston's shopping and financial districts, and Chinatown. And his calls present sharply contrasting selling situations.

"In most of my assignments, they don't have time for small talk," he says. "You have to go in, do your business and get out. But in Chinatown I have to take my time. The Chinese are very proud people and they're very gracious and they're very humble. They don't take to you right away, but once they get to know who you are and that you're trying to help them, all the doors are open."

Hagoort feels it's extremely important to focus on all aspects of a call, a sentiment that is strongly shared by his division manager.

"I try to stress that every accountability is important," says Loser. "I tell my sales reps, 'It's hard to tell which tooth on the saw does the cutting. Is it the decal or the shelf space or the metal sign? You need to have them all.'"

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Source: https://www.industrydocuments.ucsf.edu/docs/lnfn0000

Far right: Mike Jacques. Top: Roger Lapierre. Right: Janice Leone.

North Boston

The North Boston division can best be described in two words: high-tech and history. The division, which has 12 sales reps and one temporary rep, is headed by Mike Jacques and his assistant, Janice Leone.

"It's a bedroom community for Boston and it includes towns like Lexington, Concord, Salem and Gloucester — it's extremely historic," Jacques says.

It's also very modern. "We are what's called the Silicon Valley of the East," he says. "In fact, a lot of the Silicon Valley people are moving here."

Among the better-known high-tech companies headquartered in the North Boston division are Digital, Wang, Data General, Raytheon, Prime and GTE. Polaroid also has its headquarters there.

"This is a very volatile market," says Leone. "It's growing very quickly as far as the number of outlets and the amount of activity and volume, so our sales reps have to be determined and dedicated to succeed."

Because high-tech and high pay go hand-in-hand, the North Boston area is among the wealthiest in the country. Surprisingly, Century and Doral are doing well.

"Even though they're affluent, I think consumers here look for value, and Century offers them the value they're looking for," says Jacques. "Century is doing very well. It's showing a .9 share and Doral is showing excellent growth.

"But generics don't do very well," he notes. "A person driving a BMW doesn't want to be seen with a white pack. Image is important and value is important, and Century and Doral are meeting both needs."

The North Boston division extends from New Hampshire in the north to Rhode Island in the south. It's eastern boundaries are the Atlantic Ocean and the inner beltline that surrounds Boston. On the west, North Boston meets the Worcester division.

"There are two major problems in the division," Jacques says. "First, in attempting to preserve their historic aspect, the towns have sometimes overreacted by banning outdoor signs and window signs. The other problem is that Massachusetts residents tend to be extremely liberal and are often involved in anti-smoking causes."

Roger Lapierre, whose territory lies about 10 miles west of Boston, is often confronted with sign restrictions. "But the restrictions just create challenges," he says.

"I had one guy who had a ground mount and the city made him take it out, so I put three wall mounts on the building and I put three Winston sold here signs beneath them. What a shot — the city can't say anything about it. Those are the types of opportunities you look for."

Massachusetts and Rhode Island have state minimums, but New Hampshire doesn't, and the state tax there is 90 cents a carton lower than it is in Massachusetts. The result is obvious.

So Arthur O'Keefe, who works the North Boston territory that borders New Hampshire, concentrates on dominating his assignment with PDI — to remind smokers heading for New Hampshire to buy RJR brands once they get there.

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Source: https://www.industrydocuments.ucsf.edu/docs/lnfn0000

Far left: George Ritsert. Top: Secretary Mary Evans. Left: Bill Hines.

Worcester

The Worcester division is the smallest and perhaps the most unusual division in the Boston region. The division was formed a year-and-a-half ago to reduce the size of the North Boston division, which, at the time, had two assistant division managers and 16 sales representatives.

Worcester Division Manager George Ritsert, who headed North Boston before the split, now has six sales representatives.

"I really like it," Ritsert says. "We have a very good crew and I have the opportunity to become a little bit closer to them and to the marketplace. I can cover my whole division within a relatively short amount of time and I can react to market situations with my people very quickly."

The Worcester division extends from the middle of Massachusetts east to the North Boston division. The division borders Connecticut and Rhode Island on the south and New Hampshire on the north.

The division's main population center is Worcester, a predominantly blue-collar city of 160,000. Most of the other cities and towns in the division range from 3,000 to 6,000.

Textile mills, tool companies and furniture and shoe factories dominated the division until they fell on hard times. But a high-tech industrial park on the division's eastern fringe is beginning to spark the economy.

"This is a very interesting division because of the tax structure in neighboring states," Ritsert says. "Up north, we lose a lot of sales to New Hampshire, but in the southern part of the division, we have the opposite situation. Connecticut has the same cigarette tax as Massachusetts, but they have a 7½ percent sales tax on top of everything else, so we have a good deal of Connecticut residents coming over the borderline to buy cigarettes."

Bill Hines, who works the towns southwest of Worcester, says he likes the fact that the division is so small. "We're close-knit, being just six reps," he says. "We get a lot of help from each other as a team. I'm not saying you can't do that at a large division, but being small, everyone is very accessible."

Accomplishments are the backbone of any division, and Ritsert is justifiably proud of his staff's track record. "Overall, we dominate the marketplace," he says. "All of our self-service carton outlets have full two-shelf plans, and our reps have been able to place 28 grid-IIIs in the last year.

"I'm also really proud of the PDI that they've placed. We've got an excellent showing in the stores, and I'd say we have 95 percent of the outside PDI in the division. It's sort of an affront to my reps when they go down the street and see a competitive sign."

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Source: https://www.industrydocuments.ucsf.edu/docs/lnfn0000

Far right: Jim Merusi (standing) and Rich Pettorini. Top: Secretary Peggy Wilkinson. Right: Barry Higham.

New Bedford

"Within the last 10 years, the influx of year-round residents on Cape Cod has about doubled, so I can no longer think of this area solely as a resort," says Jim Merusi, whose division also includes such popular summer resorts as Martha's Vineyard and Nantucket. Merusi runs the division with Rich Pettorini, who was promoted to assistant division manager out of the Hartford, Conn., chain division in May.

"Only three of the 10 assignments in the division are landlocked, so tourism plays an important role." says Merusi. "Fishing is the major industry. In fact, the city of New Bedford was the No. 1 fishing port in the country in '83 and '84."

Because of the fishing industry, about 50 percent of the population in the city of New Bedford is Portuguese — a nationality that tends to favor Winston full-flavor.

The New Bedford division begins about 15 miles south of Boston and is bordered by Rhode Island on the west. The eastern and southern boundaries are the Atlantic Ocean. Although it includes three cities with populations of about 100,000 — New Bedford, Fall River and Brockton — the division is predominantly rural and blue-collar.

"The average income in southeastern Massachusetts is the lowest in the state, and we have the highest unemployment rate — 6 to 7 percent, compared to about 4 percent in the rest of the state," says Merusi.

"Because of that and because a lot of people retire on the Cape, Century in general and 100s in particular are showing very good growth. Century has about a one share, and within the past few months, we're seeing some very positive signs with Doral."

Since the populations at the division's resorts swell to four times their normal size each summer, Merusi and his team crew-work two resort programs each year. But blitzing the resorts is difficult since there are hundreds of miles of coastline.

"There are no boardwalks — no attractions," Merusi says. "We can't go in and work a condensed geographical area. You're not talking 30 stores in a mile strip, you're talking 500 stores spread out from here to forever, so that makes it different from a lot of other resorts. Plus the islands make it different."

The Islands — Nantucket and Martha's Vineyard — can be reached only by boat or plane. George Douglas, who covers part of New Bedford, also works Martha's Vineyard, just a 45-minute ferry ride away. But Ray Bombardier, whose territory includes the eastern end of Cape Cod, has it a little rougher. It takes him 3½ hours to get to Nantucket.

Barry Higham's territory includes part of New Bedford and the towns along Cranberry Highway, the main strip that leads to the Cape. And he takes a lot of pride in the fact that RJR PDI dominates the strip.

About half of Higham's calls are small chain stores. "A big account for me, besides a chain supermarket, would be 200, 250 cartons a week, and 90 percent of that is sold by the pack," he says. "So I work hard on selling our overheads. I only have one PM overhead left in my assignment, and I'm going after it."

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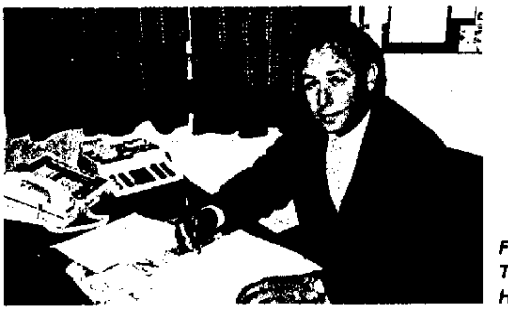
Source: https://www.industrydocuments.ucsf.edu/docs/lnfn0000



Far left: Jay Sparrow. Top left: John Gresty. Top right: John McEwen. Left: Denny Harmon.

Portland

The Portland division, which includes all of Maine, is a study in contrasting sales situations. The division extends 400 miles, with fast-paced metro and urban assignments in the south and remote, rural assignments in the north near the Canadian border.

The division is managed by Denny Harmon and his assistant, John Gresty, who oversee the work of the 12 sales representatives covering Maine's 33,000 square miles.

Economically, the state has hurt in recent years because of its heavy dependence on two depressed industries, timber and paper. But fishing and agriculture, particularly potato farming, are strong. And so is tourism.

From mid-June through the end of summer, people pour in from north and south to enjoy the scenic coastal areas of the state. They travel to Bar Harbor and Belfast from Boston and New York. And tens of thousands of Canadian tourists migrate south each year to Old Orchard Beach, just outside of Portland.

"That's because this is the first really nice beach resort area for the Canadians coming south," says John McEwen, who works the Old Orchard area.

In the summer, McEwen picks up 50 seasonal calls as Canadian tourists swell the population from 6,000 to more than 100,000. "And they buy cigarettes," McEwen says. "The better calls along the beach front sell between 3,000 and 4,000 cartons per week."

McEwen's assignment is a marked contrast to that of Jay Sparrow, who has virtually eliminated his competitors' merchandisers in the 16 years he has worked downtown Portland. Sparrow's assignment consists primarily of small, independent stores that do nowhere near the volume of McEwen's summer calls.

Although the Portland division is primarily carton-oriented, Harmon places a lot of emphasis on package sales. "Bob Fiori has given us a lot of support on building our package business," he says, "and we've responded by placing more overheads in the first quarter of 1985 than we placed in the last two quarters of '84."

And because 80 percent of the division's retail business comes from independents, the division is heavily involved in merchandising. "We have total responsibility for all vendors and all chains in Maine, so we have to handle all of it," says Gresty.

For the most part, Maine is a full-flavor market. Much of the division's 31.3 SOM comes from Winston, Salem and Camel full-flavor. But Doral and Century also do well, with a .7 and a 1.5 SOM, respectively. And when the Canadians hit the beach, Export A brands contribute a full share point to the division.

Harmon says the key to success in Maine is consistency. "The competition gets hot on one program after another," he says. "We work at a consistent pace with our work plan. In the long run we come out ahead."

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Source: https://www.industrydocuments.ucsf.edu/docs/lnfn0000

Far right: Valerie Porcello. Right: Bill Barry (left) and Bob Snow.

Nashua

"Team New Hampshire" is what Division Manager Bill Barry dubs the Nashua division, which includes all of New Hampshire and consists of Barry's assistant, Bob Snow, and 11 sales representatives.

Like Maine, New Hampshire is a tourist state, ranking camping and skiing among its strongest attractions. But unlike Maine, which is experiencing an economic decline, New Hampshire boasts the nation's lowest unemployment rate — just 2 percent.

That's mostly because high-tech companies are rapidly moving there. As a result, New Hampshire has one of the fastest-growing populations in the Northeast.

In dramatic contrast to the liberalism of Massachusetts, New Hampshire residents almost pride themselves on their conservatism. Because they are strong believers in the rights of individuals, anti-smoking activity is virtually nonexistent.

"And it's the only state in the country that doesn't have either a state sales tax or a state income tax," says Barry.

Although no major chains are headquartered in the division, about 35 percent of the retail business takes place in chains like Hannaford, Shaw's and Market Basket.

And because cigarettes average about $1.30 less a carton in New Hampshire than in Massachusetts, several border calls, like those in Salem, N.H., average 5,000 cartons a week.

"It gives me a great deal of satisfaction talking sales in terms of cases, rather than cartons," says Valerie Porcello, whose assignment includes the Salem area.

But being almost assured of high-volume accounts hasn't prompted Porcello to accept the status quo. Among her proudest accomplishments was convincing Salem Exxon to expand its cigarette business by converting two car-service bays into cigarette centers using RJR fixtures. The station which used to move 800 cartons a week, now moves more than 3,000 and is growing.

"I'm extremely competitive, and that's the big advantage I have over the competition," Porcello says. "There's only one competitive decal in my assignment and I'm going after it."

Barry and Snow take pride in the high morale in their division. They attribute that to "team" management. "I try to avoid over-managing," says Barry. "I give my people every opportunity to be as good as they really are."

"In this division, communication is a two-way street," adds Snow. "We encourage the sharing of ideas and we build on the ideas our people present."

They also build their people. Barry acknowledges that he can't control all of the factors that affect his business. "But I can have a great deal of effect on the future of my people," he says, proudly pointing to the fact that he's promoted five people in the past five years.

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Source: https://www.industrydocuments.ucsf.edu/docs/lnfn0000

Right: Ray LeBrun (left) and George Wright. Below: (standing) Denny Bomgardner, North Atlantic Sales Area budget and planning manager, (left to right) Helen Burke, Nann Kershow and Chris Roeck.

Chain

Ray LeBrun still finds it hard to believe. Within just three weeks after the largest chain in the Boston market decided to convert to self-service, 94 of its 117 stores had Flex units or universals with Flex decor kits.

The monumental effort it took to equip the stores represented the culmination of eight years' work on LeBrun's part.

The story begins in 1976, when LeBrun became the first chain accounts manager in the Boston sales region. At that time, the top five chains — A&P, Stop & Shop, First National, Star Market and Shaw's — did half the grocery business in New England. But only A&P had self-service cigarette sales.

LeBrun rolled up his sleeves — and soon First National fell. "Shortly after that, Star fell and then Shaw's fell, one after the other," he recalls. "The only big one that wouldn't budge was Stop & Shop. They were afraid of theft and they didn't believe that cigarettes were that profitable. It was very difficult to convince them otherwise."

But LeBrun persisted, and in early 1983, when the chain promoted Jack Laurendeau to vice president of merchandising, LeBrun called to congratulate him. And he set up a brief appointment.

With that entree, LeBrun began building a solid relationship with Stop & Shop, which accounts for 14 percent of the grocery business in the Boston metro area.

But LeBrun's big break came when Reynolds Tobacco introduced Flex. He and Regional Manager Bob Fiori arranged a merchandising show where Stop & Shop and other chains saw a Flex unit and the Flex decor kit.

Two weeks later, William Palizzolo, Stop & Shop's director of merchandising, called LeBrun to ask him to bring a Flex unit to Palizzolo's office.

The chain's president, Lew Schaeneman Jr., and his staff wanted to see the unit, so LeBrun brought him a 4x7 Flex unit with a security kit.

"Three days later I called him and told him we needed the unit back, and that if he wanted to go with it, he needed to let us know right away," LeBrun says.

Three hours later, the chain called to say they wanted 156s and 180s with Flex decor kits for 92 of their stores. They also wanted 4x7 Flex units for two of their super stores. And they wanted them fast.

"So we called (Merchandising Manager) Jim McGuire, and the cooperation we got from the home office was just incredible," LeBrun says. "It's 2 o'clock on a Thursday afternoon and they tell me I'm going to have them by 8 o'clock Monday.

"And I had them."

That was the beginning of a three-week period that made the Boston chain division look more like the Boston SWAT Team.

LeBrun and some of his staff — Vending Managers George Wright and Joe Pappalardo, and Merchandising Manager Helen Burke — started assembling the units in their warehouse. Meanwhile, Merchandising Manager Chris Roeck and Chain Secretary Nann Kershow held down the fort.

The Boston chain division delivered 42 fully assembled displays to Stop & Shop stores in the Boston region. The other fixtures were shipped to divisions in Connecticut, Rhode Island and western Massachusetts, to be assembled and delivered by members of the Hartford, Conn., region.

That was last October. Since then, regular Stop & Shop's have increased average weekly cigarette sales from under 200 cartons to more than 650 cartons. And Stop & Shop super stores, which used to move 450 cartons a week, now average close to 1,000 cartons.

"They're just delighted," says LeBrun. "And from our point of view, Flex has already done what it was designed to do. It's increased RJR volume, and having Flex in Stop & Shop gives us excellent exposure."

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Source: https://www.industrydocuments.ucsf.edu/docs/lnfn0000

Communication is key to success

Administrator, communicator, facilitator and motivator; confessor, coach and referee — "You're a little bit of each of them if you're a good manager," says Boston Regional Manager Bob Fiori.

But if Fiori had to rank those roles in importance, he'd definitely put "communicator" first.

"I think it's very important that people understand why we're all here working for this company — and that's volume and share," he says. "Volume is the No. 1 accountability for the Sales Department, and it's very important that that be communicated to all levels of Field Sales.

"I also think people need direction," he adds. "And I guess it's been my objective to give that direction to people about what we want to accomplish, and to make sure they understand what our standards are."

Fiori believes that the heart of any accomplishment is hard work and high standards. And he believes in communicating those standards verbally and by example.

"I have high expectations of my people, but they're higher for me," he says. "I expect more out of myself because I think a manager has to lead rather than push. I never ask people to do anything that I wouldn't be willing to do."

But leadership takes more than just providing a good example, he maintains. It also takes a lot of trust.

"In our business, we have to have a lot of faith and confidence in our sales reps," Fiori says.

"And we have to allow our managers to run their operations — to give them the accountability for it. When people know that you have faith in their ability to do a job, it gives them a great deal of confidence, and they usually do the very best job they can."

Fiori started doing his best for Reynolds Tobacco 20 years ago, when he joined the company as a sales rep in the Philadelphia, Pa., division. He was promoted to assistant division manager in the same division in 1967.

He transferred to the Frazer, Pa., division in 1971 and was promoted to division manager there in 1977. Two years later, he was promoted to vending and military manager in the North Atlantic Sales Area. He became the NASA sales training and development manager in 1980 and was promoted to assistant regional manager in Boston in 1981. He moved up to regional manager the following year.

'Success is a journey, rather than a destination. There's always more that can be done. There are always greater achievements to accomplish . . .'
— Bob Fiori

Fiori sees his region as an 85-member team, and he feels that every member of his team is equally important.

"It takes a total organization to operate effectively," he says. "The accountabilities that some people have may have greater impact on the total operation, but every person has an important function, otherwise that position wouldn't be there.

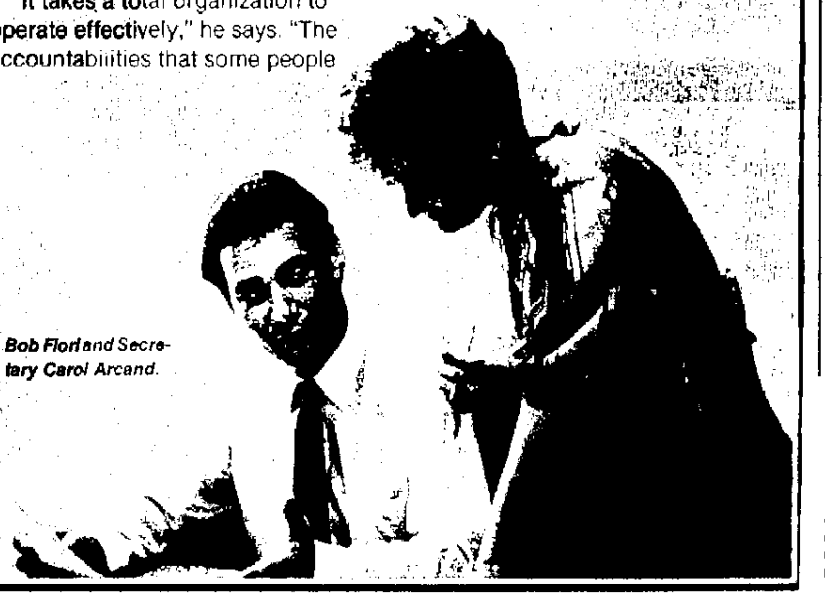
"One group that is often not given as much credit as it deserves is the secretaries," he notes. "The secretaries are the base support without which the rest of the people would find it extremely difficult to operate."

Fiori is a firm believer in the power of positive reinforcement. And he uses praise to spur his people on to bigger things.

"Success is a journey, rather than a destination," he maintains. "There's always more that can be done. There are always greater achievements to accomplish, and I think when anybody tells you the good things you do, it motivates you to reach for more successes.

"I don't believe in management by intimidation," Fiori says. "I'd rather be able to motivate people by telling them about the good job that they're doing.

"I don't think there's anything that gives me greater pleasure than to tell one of my people, 'You've done one heck of a job.'"



Bob Fiori and Secretary Carol Arcand.

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Source: https://www.industrydocuments.ucsf.edu/docs/lnfn0000

RJR marks first at FMI

Some 25,000 food marketers from across the country were treated to a grand tour of the vast array of RJR products in May, during the 1985 Food Marketing Institute convention.

The FMI convention is the largest supermarket show in the world, and this year's four-day event at Chicago's McCormick Place was the largest in the convention's 48-year history.

It also marked a historic occasion for RJR.

For the first time, Reynolds Tobacco, Del Monte Corporation and Heublein Inc. joined together to exhibit their products in one booth — an 8,500-square-foot exhibit that was among the largest and most attractive of the approximately 750 booths at the show.

Tim Sullivan, Reynolds Tobacco's vice president Trade Relations, and the Trade Relations heads of the other subsidiaries spent a year putting the exhibit together. And their efforts showed.

"This is really a class act," said a conventioneer from Associated Food Stores Inc. in Salt Lake City, Utah, as he toured the Reynolds Tobacco section of the exhibit.

His sentiments were echoed by thousands of others who saw and sampled Reynolds Tobacco products and were introduced to the latest in the company's merchandising programs.

On hand to help the steady stream of customers and potential customers passing through the booth were: Reynolds Industries' President Edward A. Horrigan Jr., Reynolds Tobacco President Gerald H. Long, Sales Vice Presidents Sullivan, Ralph Angiuoli and Yancey Ford, all six Reynolds Tobacco area sales directors and their merchandising managers, Home Office trade relations and merchandising personnel, and members of the Chicago sales region.

Staff from the other subsidiaries introduced customers to Del Monte's beverages, fresh fruits, canned and frozen foods, and specialty products, and Heublein's spirits and wines.

Customers also learned about RJR from a corporate overview videotape that was specially produced for the show. The videotape, which featured Reynolds Industries Chairman J. Tylee Wilson and Horrigan, was shown continuously on monitors at all four corners of the exhibit.

And a brochure produced for the show called "You'll find us in every aisle" was handed to customers to reinforce the fact that RJR is a major presence in food stores nationwide.

"Our exhibit shows the industry that we are a dominant force in consumer goods," said Angiuoli. "In past years, we were a tobacco company only. Today we are a major consumer goods company with products in every aisle. And that message is getting through.

"I just heard from two customers that think it's outstanding," Angiuoli said. "It has enhanced our position as leaders and innovators."

"I think that the booth is absolutely sensational," said Long. "It completely dominates the convention and most importantly, it accomplishes our primary objective, and that is to show the total size, unity and synergism that exists in the overall RJRI operating companies.

"Ed Horrigan and I are beside ourselves. It really is a class act."

Horrigan agreed. "I think it's magnificent," he said. "We had this idea a year ago and the finished product is fantastic. And it is having a great impact on the trade because it brings all of our products together. I'm delighted."

Left to right: Ralph Angiuoli, North Atlantic Sales Area Director Ron Beasley and Gerald Long were on hand to guide customers through the exhibit.

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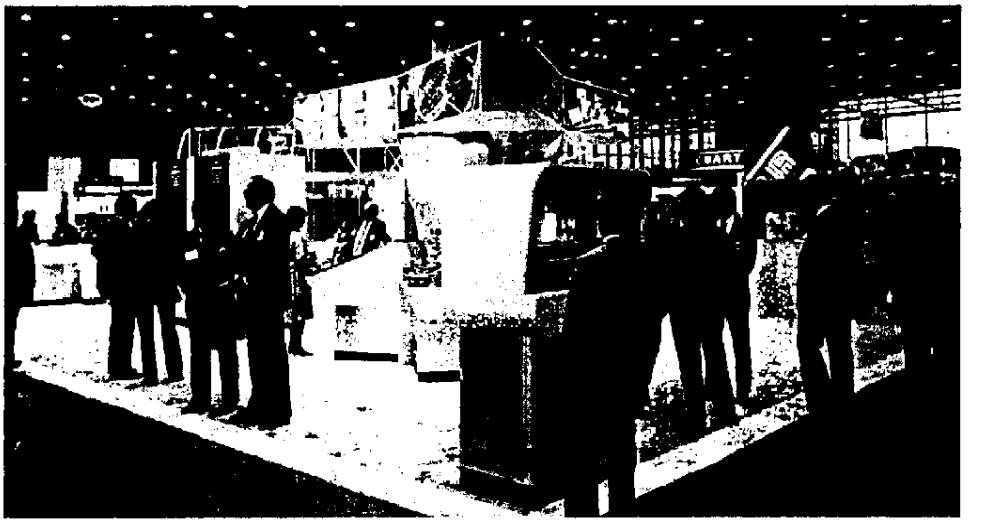
Source: https://www.industrydocuments.ucsf.edu/docs/lnfn0000

ar talks two customers through the "every



Video monitors at all four corners of the 85x100-foot exhibit, like this one near the Del Monte display, familiarized customers with the vast array of consumer products made by RJR.

Literature racks helped acquaint customers with Reynolds Tobacco's merchandising programs.

Pacific Mountain Sales Area Director Glenn Hanes gets down to business.

Larry Schreiber, director of merchandising, tells two customers about Flex.

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Source: https://www.industrydocuments.ucsf.edu/docs/lnfn0000

Retirees oppose anti-smoking bill

The efforts of two retirees in Little Rock, Ark., have helped prompt further study of a proposal to prohibit smoking in stores, schools and elevators in Little Rock. The proposal would also require restaurants and hospitals to have no-smoking areas.

The measure, which had been proposed by Little Rock Mayor Tom Prince, was considered by the Little Rock Board of Directors April 3 in a packed boardroom. But instead of taking action on the measure, the board ordered that a citizens task force be formed to further study the issue and report back to the board June 15.

Establishment of the citizens task force was prompted in part by comments made by Lloyd W. Vaught, who retired in 1979 as regional manager of the Little Rock region, and Henry W. Hall Jr., who retired in 1983 as an area sales representative in the Little Rock division.

Vaught addressed the board briefly, suggesting that mutual courtesy by smokers and nonsmokers should be continued instead of passing an ordinance that would create considerable dissension and would be unenforceable.

Hall, who was the only black to address the board, said he opposed the ordinance because it represented another chance for "selective enforcement" where minorities would be most affected. He said that he would "hate to see people given another opportunity to order their unproven statistical mishmash on me."

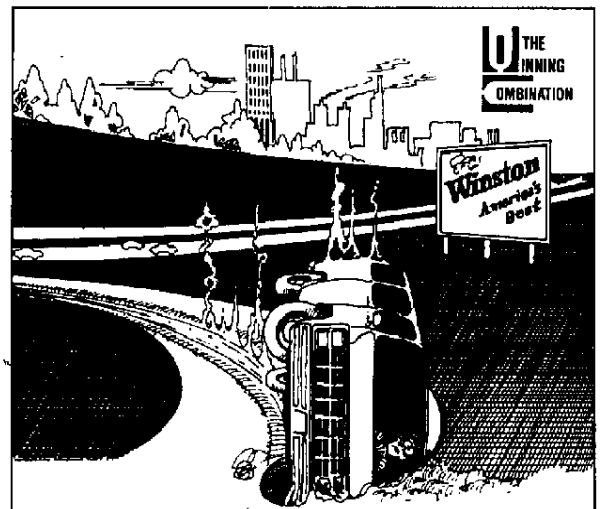
Hall added that a similar ordinance in Chicago had resulted in the arrest of 300 people. He noted that 270 of those jailed were members of minorities.

Alert drivers avoid accidents

As the number of vans in the company's fleet has grown, so has the number of accidents occurring while backing up. Vans now make up about 70 percent of the fleet. And backing accidents in 1984 increased to 16 percent of total accidents.

If you are involved in a backing accident, the preventability of the accident will be based on whether you followed these five basic rules:

- **Get out and get the picture.** Before backing up, walk around your vehicle and determine whether there is sufficient top and side clearance for you to get where you want to go.
- **Position your vehicle so you can back from the driver's side.** If you have correctly judged your clearance to the right and top, you can concentrate your attention on the left side when backing.
- **Back up slowly.** Vehicles handle awkwardly in reverse and can easily get out of control and collide with objects on either side.
- **Remember that mirrors distort depth perception.** Use your mirrors as often as necessary, but don't depend upon them entirely as they can give you a false sense of distance to the rear.
- **Use a reliable guide, if available.** Never hesitate to ask someone to guide you while you are backing your vehicle. Good drivers understand and respect the hazards of backing and use all the help they can get to avoid accidents.



EXITS CAN BE HAZARDOUS—
SPEED LIMITS AND ROAD CONDITIONS...TWO FACTORS IN SAFE DRIVING

Editor's note

Because of space limitations, the second installment of "Assignment: The Home Office," which was scheduled to appear in this issue of *Merchandiser*, will instead appear in a later issue.

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Source: https://www.industrydocuments.ucsf.edu/docs/lnfn0000

Sweepstakes winners announced

Following are the first-quarter Safe Driving Sweepstakes Winners in "The Winning Combination." The award credits can be redeemed now, or they can be accumulated to be redeemed for larger prizes.

Name	Division
W. E. Barry	Nashua
K. Acton	Nashua
N. M. Balducci	N. Boston
P. L. Smith	N. Boston
C. B. Cowing III	S. Boston
J.A. Pappalardo	Boston Chain
L. J. Harvey	N. Jersey
M. A. Quintero	Newark
C. S. Loureiro	Newark
R. K. Ross	C. Jersey
J. H. Casey	C. Jersey
H. F. Casey Jr.	Jersey Chain
M. J. Schneider	Frazer
M. E. Flannery	Frazer
R. B. Beasley	NASA
A. D. Cussatt	Reading
D. W. Desantis	N. Philadelphia
K. R. Forman	S. Jersey
A. Finkelstein	Brooklyn
M. S. Hirsch	Long Island
J. M. McDermott	Long Island
S. Dubin	Nassau
E. D. Pusateri	N. Y. Chain
J. A. Miller	Nassau
R. F. Cuddahy	Providence
G. A. Lamontagne	Hartford
J. F. O'Neil	New Haven
L. J. Maleski	Albany
G. M. Fitzgerald	Albany
G. P. Buchas	Albany Chain
S. W. Ellinghaus	Baltimore
R. G. Croll	Washington
G. R. Teeter	Harrisburg
T. L. McIntosh	Washington
C. M. Del Signore	Alexandria
R. J. Lewis	Harrisburg
F. J. Lynch	Winston-Salem Chain
F. F. Harris	Fayetteville
J. G. Sanders	Winston-Salem
D. L. Bennett	Charlotte
D. E. Youngren	SASA
J. R. Loftin Jr.	Raleigh
M. O. Baldwin	N. Atlanta
W. D. Noah III	N. Atlanta
D. A. Brown	S. Atlanta
E. D. Parnell	Columbia
B. R. Lankton	Greenville
S. G. West	Greenville
J. W. McMickle	Tampa
T. R. Mahowski	Sarasota
E. E. Parker Jr.	Ft. Lauderdale
C. E. Coleman	Tampa
J. C. Crouch	Miami
B. R. Groton	West Palm Beach
W. J. Roth	Birmingham
R. G. Thomas	Birmingham
R. H. Lankford	Huntsville
J. H. Blackwell	Montgomery
P. T. Patterson	Montgomery
D. R. Williams	Knoxville
J. L. McCarthy	Orlando
T. A. Lorrain	Orlando
F. R. Gross	Panama City
H. G. Atkinson	Panama City
J. H. Koburger	Jacksonville
B. N. McLendon	Mobile
G. T. Sayre	Akron
W. Budny	Youngstown
S. G. Steen	S. Pittsburgh
R. Tisdale	Toledo
D. E. Zacharias	Toledo
F. D. Hunt	Toledo
D. T. Parnell	Louisville
J. A. Ruder	Dayton
S. L. Smith	Dayton
L. A. Sasso	NCSA
R. L. Wright	Columbus
L. H. Henderson	Columbus
R. W. Doyle	Syracuse
K. E. Courtney	Syracuse
L M. Ertz-Berger	Buffalo
L. E. MacWilliams	Buffalo
C. J. Ugino	E. Cleveland
T. Francis	E. Cleveland
G. T. Munesue	Hawaii
C. E. Stack Jr.	Sacramento
D. A. Schneider	San Jose

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Source: https://www.industrydocuments.ucsf.edu/docs/lnfn0000

continued from preceding page

J. K. Mack	Sacramento
G. J. Oefinger	San Francisco
M. Serrano	San Francisco Chain
R. K. Nakatani	W. Los Angeles Chain
T. D. Ryan	N. Los Angeles Chain
M. M. Marshall	N. Los Angeles
B. L. Williams	S. Los Angeles
R. J. Dodds	Orange County
L. K. Wermich	Orange County
M. J. Seward	Phoenix
W. E. Schultz	Salt Lake City
C. H. Byars	N. Denver
T. L. Mayes	Salt Lake City Chain
M. S. Davis	Phoenix
J. E. Herhold	Phoenix
R. S. Drinkworth	Riverside
L. W. Harbaugh	Riverside
D. J. Krentz	Fresno
J. M. Scher	San Fernando Valley
J. P. Walker	San Fernando Valley
A. N. Nelsen	San Diego
W. E. Wells	N. Seattle
C. A. Smith	S. Seattle
K. A. Marshall	Portland
R. C. Martin	Portland
H. A. Stoops	Spokane
R. M. Stuber	S. Seattle
C. R. Cunningham	Ft. Wayne
J. W. Husband	Ft. Wayne
F. S. Gilman Jr.	Peoria
P. R. Needham	Peoria
M. S. Carboni	Ft. Wayne
R. C. Hild	Peoria
E. E. Lewis	S. Chicago
K. Townsend	S. Chicago
M. K. Wyatt	N. Chicago
R. J. Dobry Jr.	N. Chicago
M. S. Sullivan	N. Chicago
S. C. Mililli	N. Chicago
D. N. Bixler	Detroit Chain
D. R. Scheiderer	W. Detroit
J. Czerewko	E. Detroit
K. D. Rustin	E. Detroit
M. M. Lauterbach	Grand Rapids
C. S. Pettett	Grand Rapids
J. B. Wharton	Norfolk
H. R. Atkinson	Norfolk
F. W. Moon	Roanoke
J. L. Bell III	Roanoke
G. B. Casebolt	Bristol
S. L. Wadsworth	Lubbock
B. L. Snelson	Lubbock
W. J. Draper	S. Oklahoma City
W. W. Vigars	Tulsa
R. M. Fuller	Albuquerque
J. A. Parish	Albuquerque
M. E. Feemster	E. Little Rock
M. F. Loftin	Memphis
P. H. Dorkins	Paducah
M. H. Hall	W. Little Rock
M. D. Blassingame	Memphis
R. D. Roberson	Nashville
D. A. Taylor	Dallas
J. E. Lawhon	Ft. Worth
R. D. Boschert	Ft. Worth
E. W. Galle	Austin
S. L. Shaw	Austin
R. D. Luckett	Austin
K. A. Lyles	E. Houston
J. C. Costello	W. Houston
R. E. Cross	Ft. Worth
R. L. Browning	Corpus Christi
R. S. Dupuis	Beaumont
L. G. Price	Beaumont
G. C. Myers	Shreveport
P. M. Delcambre	Lafayette
T. W. Murphy	New Orleans
K. M. Kottlowski	New Orleans Chain
D. L. Eidt Jr.	Shreveport
C. W. Meadows	Shreveport
J. L. Anderson	Minneapolis
T. G. Piskor	Minneapolis
J. G. Terry	Duluth
K. A. Dingman Jr.	Minneapolis
E. N. Maki	Duluth
J. L. Boyer	Milwaukee
L. C. Torstenson	Des Moines
G. W. Heape	Springfield
L. G. Powell	Springfield
E. A. Smith	E. St. Louis
W. A. Pochon	E. St. Louis
W. E. Ramspott	Des Moines
J. E. Hull	E. Kansas City
D. C. Erickson	Wichita
A. K. Skarvan	E. Kansas City
M. E. Milder	E. Kansas City
J. C. Johnson	E. Kansas City
P. H. Gordon	E. Kansas City
T. A. Pollock	Charleston

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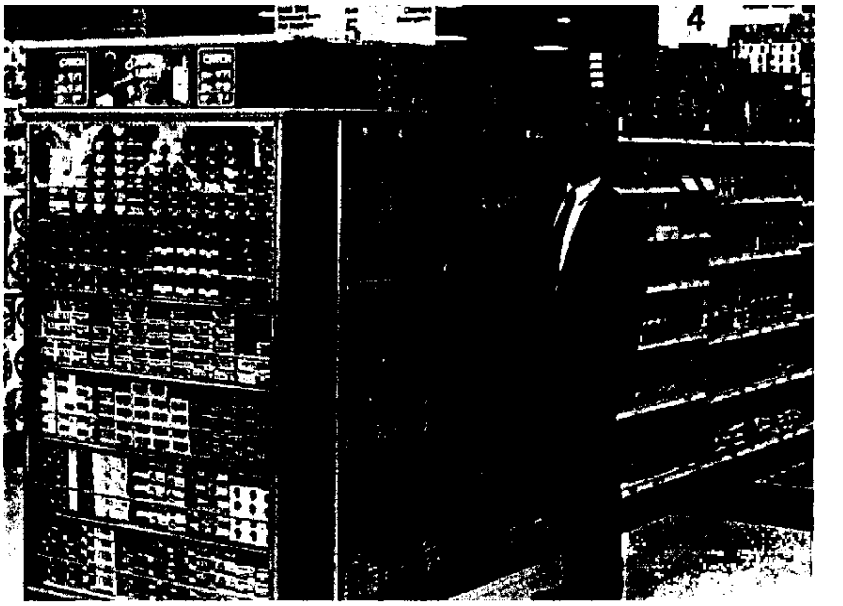
Memphis team moves Doral during blitz

The Memphis, Tenn., region achieved outstanding Doral results during a Mid-Continent Sales Area Doral blitz.

Together, Memphis Chain Accounts Manager **Tom Melendy** and Division Managers **Kathi King** (Memphis), **Dean Stein** (Paducah, Ky.), **Joe Weathersby** (Little Rock, Ark.), **Gary Wadsworth** (Ft. Smith, Ark.) and **Eddie Beroth** (Nashville) and their staffs accounted for 31.8 percent of the total Doral sales in the Mid-Continent Sales Area.

During the blitz, the Memphis region sold 609 cases to direct accounts and 52,086 cartons (excluding exchange). They placed: 27,376 VPRs; 683 30- and 60-pack displays; 1,329 40-pack temporary displays; 167 3- and 6-wide savings centers, and 96 special low-cost-department fixtures.

Special low-cost-department fixtures helped Memphis move Doral.



James scores first

Area Sales Representative D.L. James of the North Pittsburgh, Pa., division made Food Gallery in Shadyside the first store in his division to receive a 4x7 Flex unit. The owner is so impressed with the fixture that he intends to order one for his other store in the South Pittsburgh division. James also remerchandised Food Gallery's packages, using three 20s, three 11 slides and three permanent 30-pack displays.

Weller's efforts cut into generics

Area Sales Representative **T.R. Weller** of the Harrisburg, Pa., division has scored a coup with Doral at Martin's Farm Market in Palmyra.

The store, which averages 700 cartons a week, had a generic average of 85 cartons a week, with generics occupying 16 rows on the bottom of a universal carton merchandiser with two 6-wide extenders.

But Weller's persistent approaches resulted in the placement of: a savings center with all pricing features; temporary floor displays; Doral PPD; pasters and shelf strips; an RJR newspaper advertising slick; and a Doral dollar-off promotion.

As a result of Weller's efforts, generics are now stocked only on the savings center, and generic sales at Martin's have declined 25 percent. Weller has also received the okay to repeat Doral promotional efforts, including placement of another newspaper ad.

Lawson lands RJR in 424-store chain

Chain Accounts Manager **D.J. Lawson III** of the Hartford, Conn., chain division, has hit a grand slam at Adams Drug Stores.

Lawson's perseverance has resulted in the placement of spring-loaded package merchandisers (non-self-service plan B-20), Doral 60-pack continuous counter displays and front-door decals at each of the chain's 424 stores.

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Source: https://www.industrydocuments.ucsf.edu/docs/lnfn0000

Cobb sells Safeway on 72 wrap-arounds

Several years' effort by Chain Accounts Manager **R.A. Cobb** of the Phoenix, Ariz., chain division, has convinced Safeway that RJR wrap-around carton merchandising is the best way to sell cigarettes.

Safeway had been using the company's wrap-around program in 13 of its 92 stores, but Cobb's presentations convinced the chain that the concept would help them in an additional 72 stores.

Fifty-three stores will be converted from an existing 180 universal to a 180 universal with a wrap. The other 19 stores will be converted from non-RJR-payment, down-aisle arrangements using Philip Morris cigarette center signs.

Portland sells chain on the value of Flex

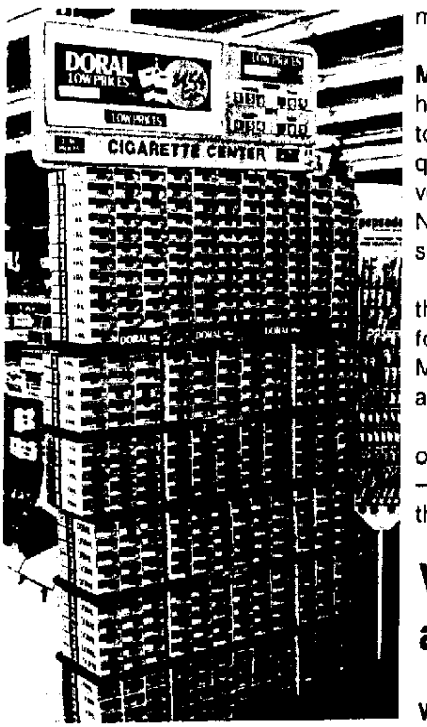
Teamwork by the Portland, Ore., and Portland chain divisions is "flexing" Brown & Williamson and Philip Morris out of Danielson's supermarkets.

RJR had not paid the 10-store chain because they used 12 feet of gondola with a PM sign for cartons and a B&W end-frame unit for packages. That was before **Doris Beehler**, merchandising manager - field, got involved.

Beehler presented the Flex unit to the chain and got approval for a one-store test. Once the unit was installed, the chain also authorized an end-frame unit with a Flex decor kit.

Using that test as a stepping stone, Chain Accounts Manager **M.T. Sweeney** has since sold this merchandising to two more Danielson's stores. And Sweeney has hopes of selling three more stores before the year is through. Another type of system will have to be developed to accommodate the other four stores.

Credit for the accomplishment also goes to Portland Division Manager **G.L. Atkinson**, who worked closely with Beehler and Sweeney from the start.



Doral dominance

Doral dominance is the best way to describe the carton display that Area Sales Representative J.J. Gaines of the Panama City, Fla., division placed at the Piggly-Wiggly store in Bainbridge, Ga.

Long-distance team makes PM pack up

Effective, timely communication was the key in preventing the placement of competitive overheads in nine new Mobil gas stations with mini-marts in the Tucson, Ariz., area.

When Phoenix Division Manager **Mike Duran** learned that Philip Morris had arranged to ship their overheads to the stations, he knew he had to act quickly. So Duran called **Dave Julian**, vending sales manager - field in the North Los Angeles, Calif., chain division, and asked him to help.

Julian contacted Steve Hushebeck, the Mobil area manager responsible for the nine stations, and Sam Primm, Mobil's retail operational manager, and explained the situation.

The result: Julian has shipped RJR overheads to the nine Mobil stations — and PM has been told to pack theirs up.

Wilhour hits homer at Portland stadium

Assistant Division Manager **Paul Wilhour** of the Portland, Ore., division has sold Ogden Food Service on exclusively stocking RJR brands at Portland Civic Stadium concessions. Each of the 10 concession stands has one 5-column fixture. And Wilhour's sale marks the first time in recent years that cigarettes are being sold at the stadium.

About 200,000 people a year show up at the stadium to watch the Portland Beavers (a Philadelphia Phillies triple A farm club), as well as home football games for two local colleges and various outdoor concerts.

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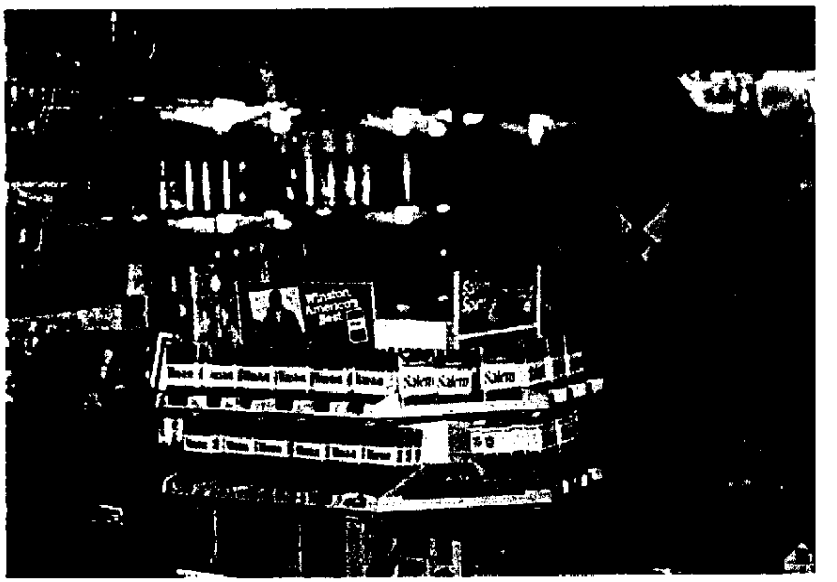
Source: https://www.industrydocuments.ucsf.edu/docs/lnfn0000



RJR lands at Newark

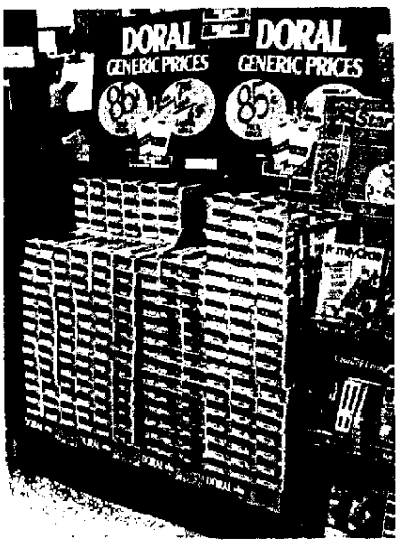
Persistent presentations to Garden State Newsstands chain headquarters by Assistant Division Manager **M.A. Quintero** and Area Sales Representative **Carlos Loureiro** of the Newark, N.J., division have landed RJR at the Newark Airport.

Each of the airport's four Garden State Newsstands now has an exclusive 120-pack wrap-around PCD. The placements afford RJR extremely high visibility since the newsstands serve all four of Newark's major airlines — Piedmont, United, American and TWA.

Brewster doubles in Little Rock

Area Sales Representative **H.A. Brewster** of the Little Rock, Ark., division simultaneously placed two 7½-case displays of Doral at the Town & Country store in Batesville.

Following the four-week display period, Brewster consolidated the two displays, indicating a store average of about 55 cartons per week of Doral.

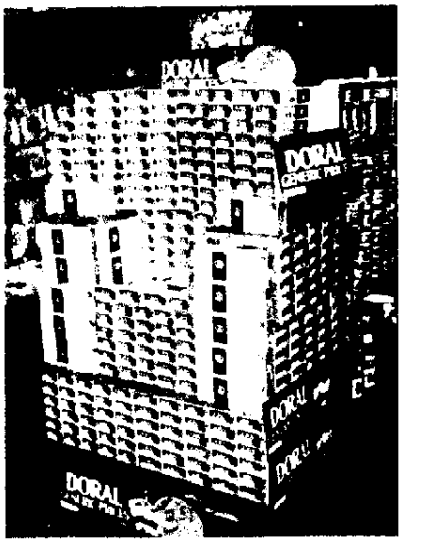


This 7½-case display is one of two that helped sell Doral at Town & Country in Batesville, Ark.

Kessler puts Doral in prison canteens

After 10 months of presentations, Area Sales Representative **K.S. Kessler** of the Columbia, S.C., division, has captured a piece of the generic-priced business in South Carolina prisons.

Kessler convinced the South Carolina Prison Canteens to stock Doral at all seven locations. The initial order was for 30 cases, and Doral sales at the prisons show great potential. Last year, the prisons sold 80,422 cartons of generics, which accounted for 42.7 percent of their total cigarette business.



K-Mart in Nicholsville took a 500-carton display.

Hoskins names two to his '500 Club'

Area Sales Representative **F.A. Hoskins** of the Lexington, Ky., division has made the K-Mart in Nicholsville and the Wal-Mart in Harrodsburg members of his "500 Club" by selling both stores 500-carton Doral displays.

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Source: https://www.industrydocuments.ucsf.edu/docs/lnfn0000

Wiser moves cartons at Indian store sale

Area Sales Representative **S.R. Wiser** of the Billings, Mont., division had Reynolds Tobacco sales smoking during a store sale at Joe's Smoke-ring, an Indian store outside of Missoula.

The store supported the sale with a newspaper ad, and during a 4½ hour period, Wiser and a part-timer sold 632 cartons of RJR brands. Normal daily business for all brands at the store ranges from 200 to 300 cartons.

Paulson puts PCDs in Beacon stations

Beacon Gas Stations had never allowed cigarette counter displays in any of its 71 company-owned stations. But that didn't stop Assistant Division Manager **Mark Paulson** of the Fresno, Calif., division.

Because of Paulson's efforts, all Beacon stations now have exclusive 8-tray PCD displays in the cash register position, and each store has a 30-pack PCD stocked with all four styles of Doral.

PCDs mark a first at Beacon Gas Stations.

RJR saluted

Reynolds Tobacco received a two-month salute in March and April from the Read House Hotel in Chattanooga, Tenn. Every two months, the hotel recognizes one of its corporate customers by featuring their products in the hotel's main-lobby display.

Partee sells prison on Doral exclusive

Area Sales Representative **William H. "Bill" Partee** of the Columbus, Ohio, division has locked up the generic-priced market at the Chillicothe Correctional Institute (CCI).

Within three months of selling Doral kings and menthol to the prison, Doral accounted for 64 percent of the total generic-priced cigarettes sold at CCI. As a result, CCI now stocks Doral as its exclusive generic-priced cigarette.

Dallas team scores a 'Texas Two-step'

Members of the Dallas, Texas, and Dallas chain divisions have scored the supermarket equivalent of a "Texas Two-step."

At Fazio's in Mesquite, Chain Accounts Manager **Herman Young**, Division Manager **David Taylor**, Merchandising Manager - Field **JoAnne McConnell** and Area Sales Representative **Steve Norall** sold a 156 universal carton merchandiser with a 20-foot wrap of cigarettes and tobacco. They also placed four Doral savings centers and a mass display (25 cases) of Winston and Century.

At Kingsaver in Garland, Area Sales Representatives **Mike Owen** and **Dub Lowe** used five 96DD and one 96S to construct a rectangular carton island. Kingsaver cigarette sales now average 2,500 cartons a week.

Five 96DDs and one 96s brought Kingsaver to 2,500 cartons a week.

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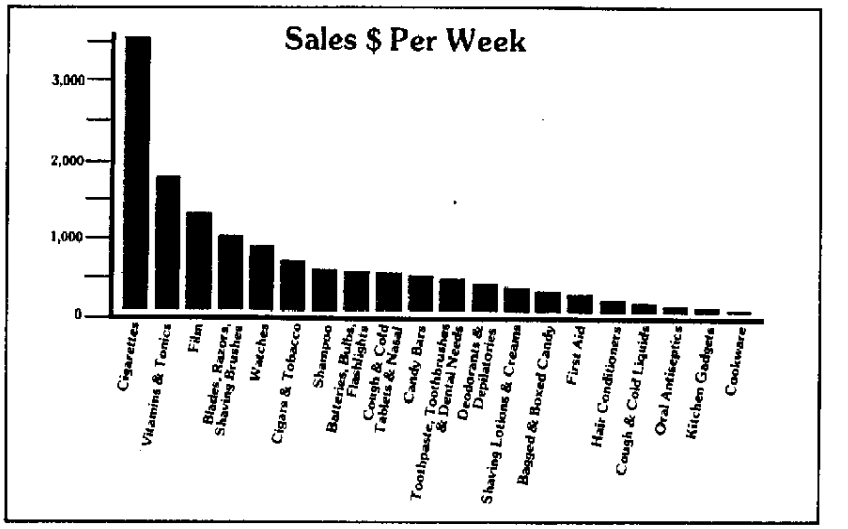
Source: https://www.industrydocuments.ucsf.edu/docs/lnfn0000

Cigarettes rank first in dollars

Cigarettes ranked first in dollar sales per week — ahead of 19 other product categories studied — in a direct product profit drugstore study conducted by the company with Peoples Drug Stores, Inc. of Alexandria, Va.

The study was conducted in four Peoples Drug Stores over an eight-week period. The 20 basic drugstore categories studied included vitamins, film, candy, housewares, health and beauty aids, and batteries.

According to the study, cigarettes generated weekly store sales of $3,508, or 7.6 percent of total store sales. Cigarettes ranked second, behind vitamins, in direct product profitability dollars, with $777.63 per week.



Wingfield disagrees

M.B. Wingfield Jr. may have retired from the company, but he hasn't retired from speaking up against anti-smoking measures.

A story in the April issue of the "AARP (American Association of Retired Persons) News Bulletin," headlined "AARP advocates using cigarette tax for Medicare," prompted Wingfield to respond.

"It would appear your Mr. John Rother is an active antitobacconist," read the letter from Wingfield to the Bulletin editor. "He does not speak for all of your members and certainly not this one. Further, it would appear Mr. Rother has been misinformed or used questionable statistics in determining the estimated medical cost associated with tobacco use.

"Those of us that enjoy cigarettes are already paying more than our fair share of taxes," Wingfield continued. "I can't think of any reason we should also be called upon to pay for Mr. Rother's Medicare expenses."

Wingfield, who retired in 1977 as division manager in the Memphis, Tenn., division, concluded by suggesting that Mr. Rother contact the Tobacco Institute if he cared to hear the other side of the story.

Smokers pay billions more in federal tax

Because of the federal excise tax on cigarettes, American smokers contributed $4.75 billion more to the U.S. Treasury in fiscal '84 than nonsmokers did, according to a report issued by The Tobacco Institute (TI).

The report, "The Tax Burden on Tobacco," adds that state and local governments collected an additional $4.5 billion from smokers last year on excise taxes alone. State cigarette taxes ranged from a high of 26 cents per pack in Massachusetts and Connecticut to a low of two cents per pack in North Carolina.

Cigarette excise tax revenue collected by all levels of government in fiscal '84 totaled $9.3 billion.

"One of the best kept secrets in this country is that all levels of government make four times more money from the sale of cigarettes than tobacco farmers earn for their crop," said TI Chairman Horace R. Kornegay. "In fact, the government makes more money on cigarettes than is made by any sector of the tobacco industry."

A TI survey conducted last November showed that federal and state cigarette taxes accounted for a nationwide average of 32.3 percent of the retail price. According to the survey, the average retail price of a pack of cigarettes last November was 97.8 cents — up from an average of 94.7 cents a year earlier. The average 1984 per-pack price ranged from a low of 78.9 cents in North Carolina to a high of $1.19 in Connecticut.

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Source: https://www.industrydocuments.ucsf.edu/docs/lnfn0000

PROMOTIONS & APPOINTMENTS

L.A. Sasso has been named manager - POS materials in the newly created Sales Materials Department.

Sasso joined the company in 1973 as a sales representative in the West Palm Beach, Fla., division, where he was promoted to area sales representative later that year. He was promoted to area manager - vending in the Miami, Fla., division in 1976 and to assistant division manager in the Phoenix, Ariz., division in 1977. Sasso was promoted to division manager in the same division in 1980. He was promoted to vending sales manager in the North Central Sales Area in 1981 and was named sales training & development - vending/military manager in the same area in 1983. Sasso was named sales merchandising manager there in 1984.

H.W. Freeman Jr. has been named manager - merchandising materials in the newly created Sales Materials Department.

Freeman joined the company in 1970 as a sales representative in the Houston, Texas, division, where he was promoted to area sales representative in 1972. He was promoted to assistant division manager in the Ft. Worth, Texas, division in 1973 and to division manager in the Austin, Texas, division in 1976. Freeman was promoted to chain accounts manager in the Houston chain division in 1979 and was named metro manager - merchandising and training in the Houston metroplex in 1981. He returned to the Houston chain division as chain accounts manager in 1982 and was named sales training & development - vending/military manager in the Mid-Continent Sales Area the following year.

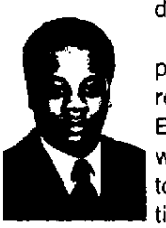
S.R. Qualkinbush has been promoted to chain accounts manager in the Kansas City, Kan., chain division.

Qualkinbush joined the company in 1971 as a sales representative in the Indianapolis, Ind., division, where he was promoted to area sales representative the following year. He was promoted to assistant division manager in the North Chicago, Ill., division in 1974 and to division manager in the East Chicago, Ill., division in 1981.

Diane M. Lewis has been promoted to division manager in the San Gabriel Valley, Calif., division.

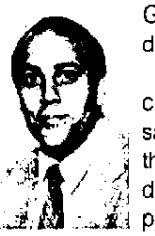
Lewis joined the company in 1978 as a sales representative in the San Diego, Calif., division, where she was promoted to area sales representative the following year. She was promoted to area manager - sales in the San Gabriel Valley division in 1981 and to assistant division manager in the same division in 1982.

B.N. Kelley has been promoted to division manager in the East Chicago, Ill., division.



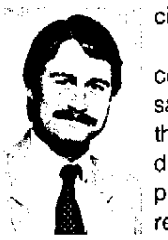
Kelley joined the company in 1974 as a sales representative in the East Chicago division, where he was promoted to area sales representative in 1976. He was promoted to area manager - merchandising in the Chicago chain division in 1979 and to assistant division manager in the Central Chicago division in 1981.

J.F. Cirimele has been promoted to assistant division manager in the San Gabriel Valley, Calif., division.



Cirimele joined the company in 1981 as a sales representative in the San Francisco, Calif., division, where he was promoted to area sales representative the following year.

W.L. Thompson has been promoted to assistant division manager in the Cincinnati, Ohio, division.

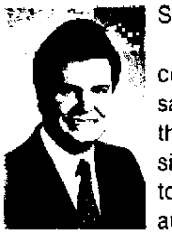


Thompson joined the company in 1981 as a sales representative in the Grand Rapids, Mich., division, where he was promoted to area sales representative the following year. He was promoted to merchandising manager - field in the Detroit, Mich., chain division in 1983 and transferred to the Grand Rapids division in 1984.

G.E. Rose has been promoted to assistant division manager in the East Cleveland, Ohio, division.

Rose joined the company in 1972 as a sales representative in the Central Detroit, Mich., division, where he was promoted to area sales representative in 1975.

R.L. Mitchell has been promoted to assistant division manager in the Ft. Smith, Ark., division.



Mitchell joined the company in 1980 as a sales representative in the Paducah, Ky., division. He was promoted to area sales representative in the same division the following year.

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J.D. Boehm has been promoted to assistant division manager in the East Chicago, Ill., division.

Boehm joined the company in 1981 as a sales representative in the Central Chicago division, and was promoted to area sales representative in the West Chicago division the following year. He was promoted to vending sales manager - field in the Chicago chain division in 1983.

C.D. Hinson has been promoted to military & institutional manager - field in the Charleston, S.C., division.

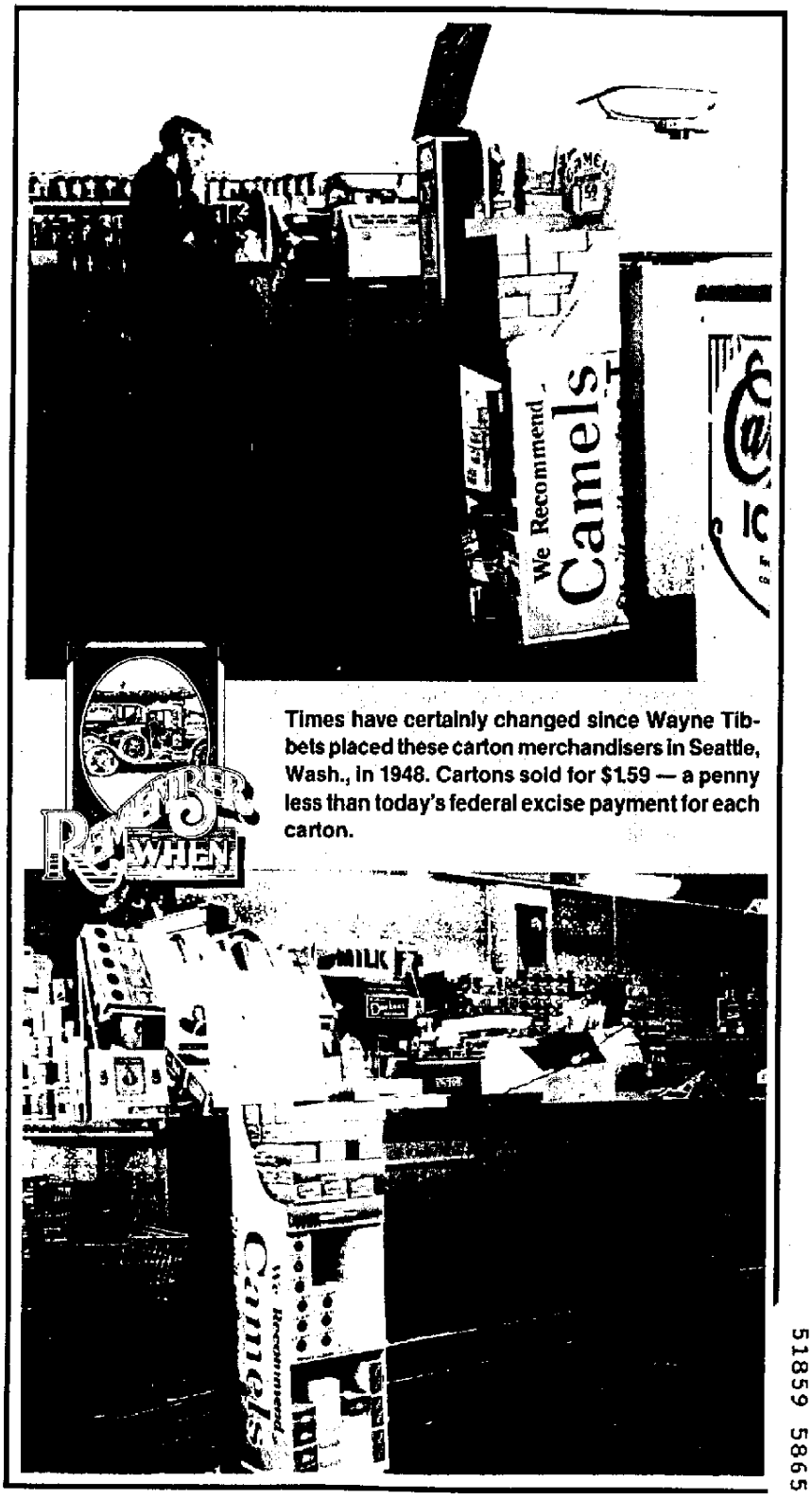
Hinson joined the company in 1979 as a sales representative in the Goldsboro, N.C., division, where he was promoted to area sales representative the following year. He transferred to the Fayetteville, N.C., division in 1981.

D.A. McKibbin has been promoted to merchandising manager - field in the St. Paul, Minn., division.

McKibbin joined the company in 1980 as a sales representative in the Fargo, N.D., division. He was promoted to area sales representative in the Duluth, Minn., division the following year.

In memoriam

Area Sales Representative Joan M. Fitzgibbons of the St. Paul, Minn., division died May 22, 1985. She had six years service with the company.



Times have certainly changed since Wayne Tibbets placed these carton merchandisers in Seattle, Wash., in 1948. Cartons sold for $1.59 — a penny less than today's federal excise payment for each carton.

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The pen can't write without the ink.

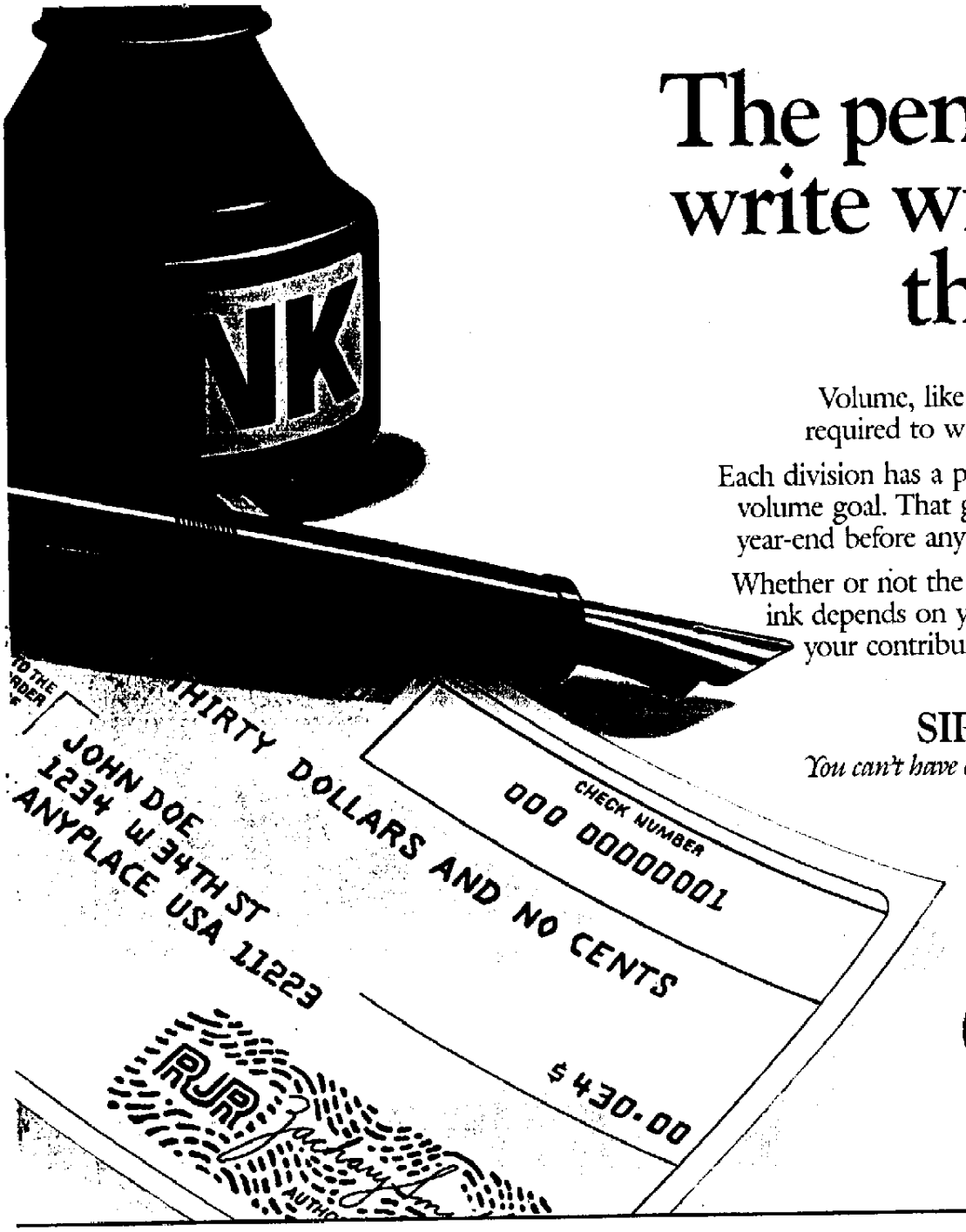
Volume, like the ink in a pen, is required to write your SIP check.

Each division has a piece of our national volume goal. That goal must be met at year-end before any SIP money is paid.

Whether or not the pen gets filled with ink depends on your performance. . . your contribution to our national volume goal.

SIP & VOLUME

You can't have one without the other!



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